Effect of Human Resource Management Practices on Employees Performance in the Selected Higher Educational Institutions of Bihar

SHORT SYNOPSIS

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FACULTY OF MANAGEMENT STUDIES

Certificate

I hereby declare that the short synopsis "Effect of Human Resource Management practices on employees' performance in the selected higher educational institutions of Bihar" being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in Management under Faculty of Management Studies of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year 2020-21. It is a bonafide record of original work carried out under the supervision of Dr. Neeraj Kumari, Associate Professor, Department of Applied Sciences, Faculty of Engineering and Technology, Manav Rachna International Institute of Research & Studies and has not been submitted in full or part to any other University or Institute for degree or diploma. Further, it is certified that the short synopsis is plagiarism free and proof has been submitted.

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ABSTRACT

In current scenario, an organization can achieve strong competitive advantages by applying effectual and well-organized practices of human resource. In any organization when the human resources would be supervising effectively, they would contribute in the development of that organization. Every organization should implement the best practices of HRM for successful management of human resources. The core aim of the study would be to investigate the significant relationship between HRM practices and performance of employee in the perspective of higher educational institution of Bihar. The study would be based on employees' performance in the selected higher educational institutions of Bihar. In higher educational institutions of Bihar researcher would be selecting state private Universities of Bihar. In the study, researcher would be collecting responses from the teaching employees of engineering and management department of the selected higher educational institutions of Bihar.

The data would be analyzed by different statistical tools to investigate the various impacts of HRM practices on employees' performance. The study would be helpful for educational institutions as well as government for better understanding and using this research as a guide or information for making and implementing various policies in higher education institutions of India. The study would also be helpful for studying the impact of the HRM practices (Performance Appraisal, Training & Development, Compensation & Rewards and Welfare Facilities) on the performance of employee.

Key words: HRM practices, Training & Development, Performance Appraisal, Compensation & Rewards, Welfare Facility, Employee Performance

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1. INTRODUCTION

1.1 HRM practice - Human Resource Management (HRM) can be defined as the practice and policy which is essential for executing the routine tasks in the context of human resource in any organization. Generally, HRM is the strategic move towards the effective management of employees in a company or an organization such that they could help in their business to gain a competitive advantage.

HRM Practices is an organized process that catches the attention of employees as well as motivates employees towards their goal and to promote the effective execution process and the endurance of the organization and its members.

In simple words every practice that works towards increasing satisfaction, competencies, obligation as well as civilization building can be deemed as a HRM practice. These practices might be in the shape of a procedure, an action, a standard, a rule, a system or a mode of doing something. Those HRM practices are excellent which take part in one or more of the three C's: Commitment, Competencies and Culture. The crucial role of human resource management in an organization is to meet strategic objectives by maintaining and attracting employees along with managing them efficiently.

HRM practices would produce better knowledge, inspiration, synergy, and obligation to a firm's employees leading to a supply of continuous competitive advantages for the firm. HRM practices improve inner competency of the firm to cope with present or potential problems faced by many firms. The best practices of HRM additionally encourage the well being of the employees in any organization.

Types of HRM practices:

- Ability-enhancing HRM practices always focus on growing employee awareness, ability as well as aptitude. Examples comprise of sensitive selection process and training process.
- Motivation-enhancing HRM practices' main objective is to boost employee enthusiasm and comprise practices like conditional rewards, inner promotion chances and performance administration. These are some crucial HRM practices which are directly or indirectly impacting on employees' performance and sustainable organizational development. The commitment and inspiration build through the best Human Resource practices can show the way towards tough work and can have a very good persuasion on the organization.

HRM Practices includes:

1. Human Resource Planning
2. Recruitment & Selection
3. Placement & Induction
4. Training & Development
5. Performance Appraisal
6. Career Planning
7. Fringe Benefits
8. Incentive & Recognition
9. Welfare Facility
10. Health, Safety and Working Environment Policy
11. Suggestions Scheme
12. Promotion & Transfer
13. Leave or Exit Policy

1.2 Educational institutions - Education is the first stepping stone for making career in any sector. In India, education system is coming from ancient times. In ancient time children were taught in various Gurukuls and the relationship between Guru-Shishya was the pillar of education. When the Universities like Takshila, Nalanda, Vikramshila and Ujjain came in to existence after that education system was properly developed in India. A place where people of various age groups get education, it comprises pre-schools, basic schools, high schools and universities are known as educational institutions. In India education system are classified into several stages such as pre- primary, primary, elementary education, secondary education, under graduate and post graduate. The beginning of education is from primary or elementary education phase after that student enters in secondary phase then undergraduate phase and finally in post graduate phase.

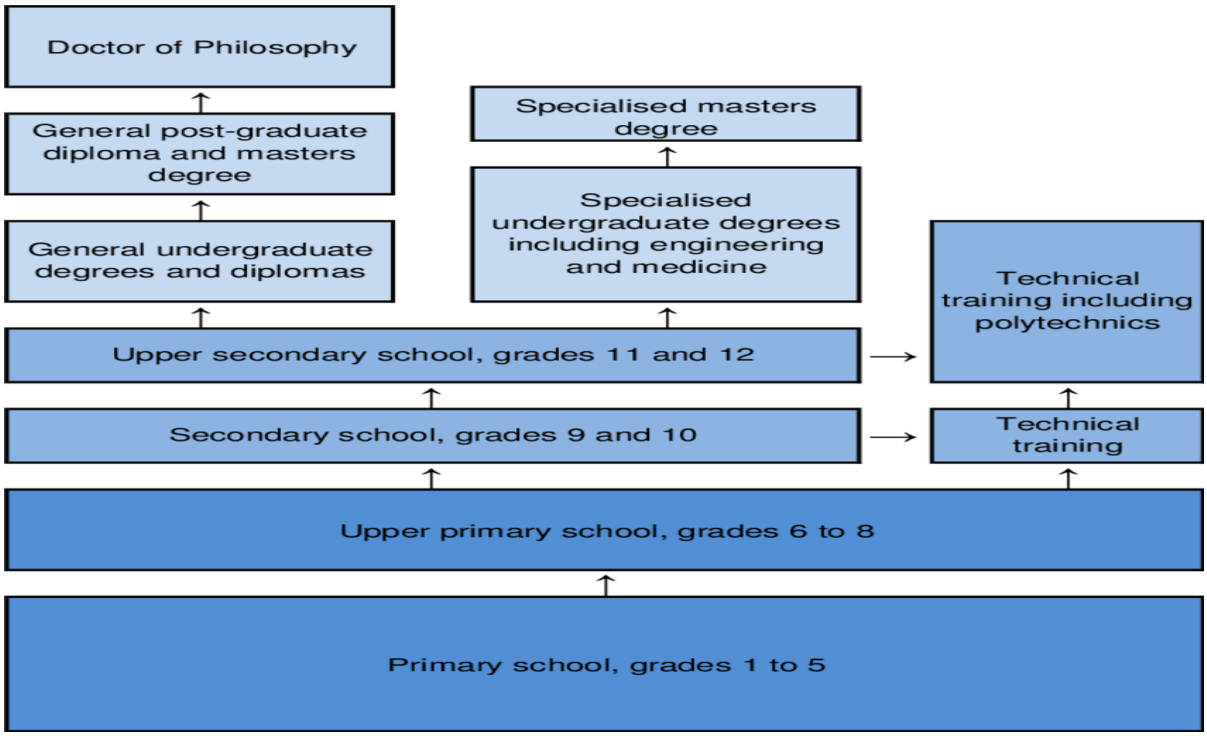
Doctor of Philosophy
General post-graduate diploma and masters degree
General undergraduate degrees and diplomas
Specialised masters degree
Specialised undergraduate degrees including engineering and medicine
Technical training including polytechnics
Upper secondary school, grades 11 and 12
Secondary school, grades 9 and 10
Technical training
Upper primary school, grades 6 to 8
Primary school, grades 1 to 5

Figure 1: Overview of the Indian education system

Source: Agarwal (2009)

In Indian higher education institutions comprise five types of regular University:

1. Central Universities – Those Universities which are established by the act of parliament are known as Central Universities. These Universities are controlled and funded by the central government. All Central Universities follow same curriculum across the nation.

2. State Universities – Those Universities which are established by the state act and funded by their respective state government are known as State Universities. All States Universities follow different Curriculum and examination patterns.

3. Private Universities – Those Universities which are controlled and established with the approval of State or Central Act are known as Private Universities. These Universities are registered by any Society under the Societies Registration Act 1860 or registered by any Company under Company Act 1956.

4. Deemed to be Universities – Those Universities which are established by central government u/s. 3 of UGC act are known as Deemed to be Universities. Outstanding Colleges and private educational institutions recognized for their high quality education are deemed to be universities. The status grants full authority with respect to making all academics curriculum, rules, regulation and appropriate admissions procedures.

5. Institutes of National Importance – Those educational institutions which have received national importance tag which is merely possible when their curriculum and academic standards are perfect and beyond the quality of education are known as Institutes of National Importance. They are extremely reputable, viable and internationally renowned educational institutions. Institutes of National Importance get special recognition and financial support from the central government.

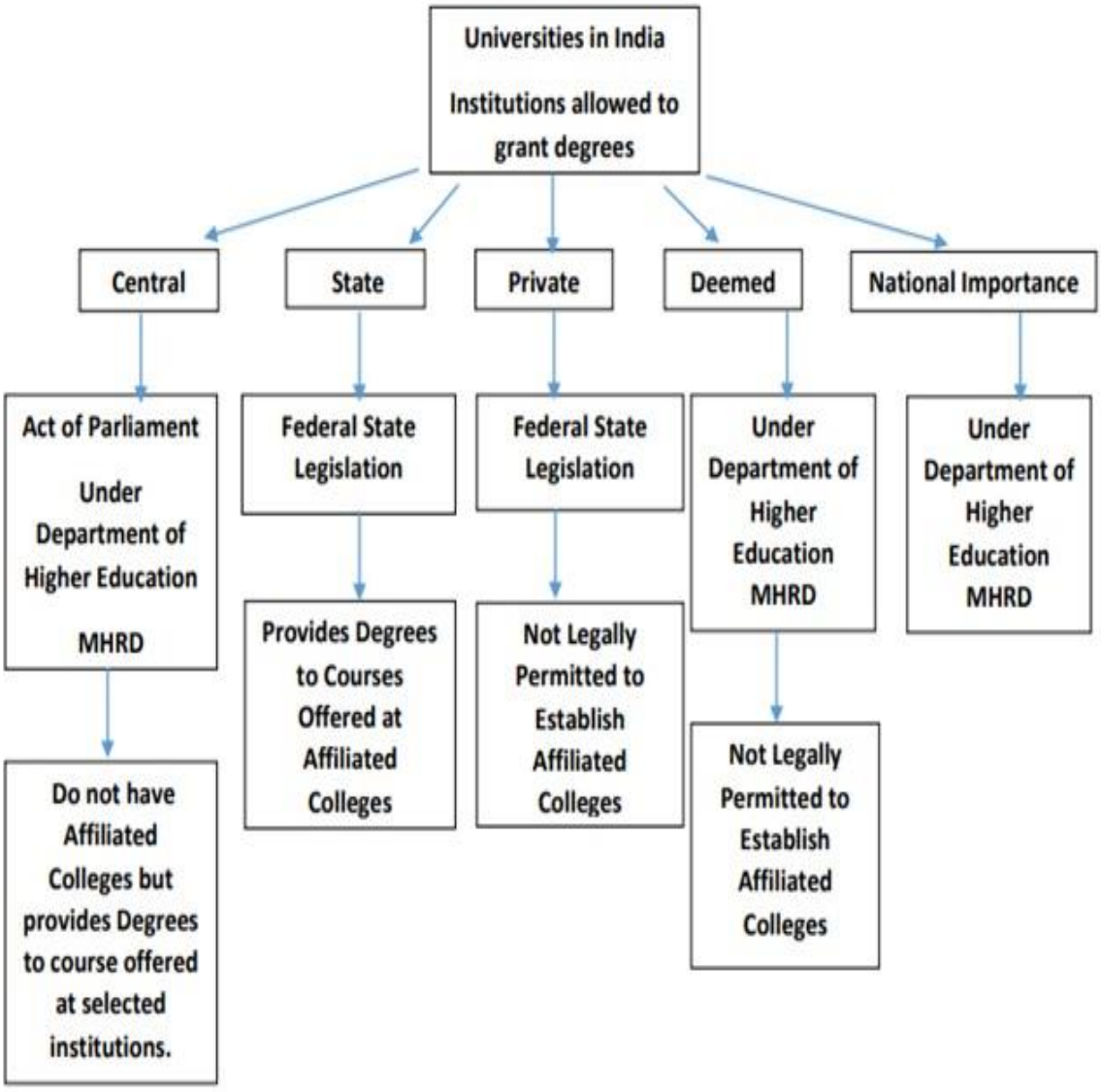
Universities in India
Institutions allowed to grant degrees
Central
State
Private
Deemed
National Importance
Act of Parliament
Under Department of Higher Education
MHRD
Federal State Legislation
Federal State Legislation
Under Department of Higher Education MHRD
Under Department of Higher Education MHRD
Provides Degrees to Courses Offered at Affiliated Colleges
Not Legally Permitted to Establish Affiliated Colleges
Do not have Affiliated Colleges but provides Degrees to course offered at selected institutions.
Not Legally Permitted to Establish Affiliated Colleges

Figure 2: An analysis of higher education in India

Source: ForumIAS (2018)

2.0 LITERATURE REVIEW

2.1 HRM practices and educational institutions

Jones & Walters (1994) found that the achievement of any pedagogy institution is to be done by the efficiency of its human resources. Human Resource Management works as the heart in any educational institution.

Chen & Huang (2009) suggested that the HRM practices are beneficial in shifting the attitudes, competencies and perception of employees for achieve the educational institution goals in well-organized and efficient ways.

Iqbal, Arif & Abbas (2011) concluded that the HRM practices have significant effect on public and private universities of Pakistan. They found that some HRM practices like training, compensation and team work are better in public universities but performance appraisal practice are better in private universities. Researchers suggested that HR executives can improve their HRM Practices for growing higher educational institutions.

Thejomoorthy (2015) studied that any institution in which a strategic manpower forecasting system (demand and supply) is available based on analysis of organization vision and mission. On the basis of strategic manpower forecasting practices organization can expand into other geographical area with global changes.

Gopinath (2016) examined that the effect of job satisfaction on employees in context of industrial relation. The employees' job satisfaction was estimate by using pay, promotion, co worker and job supervision. It is quite difficult for assessing the performance of employees in higher educational institutions because each higher educational institution has specific parameter for assessing the performance of employees.

Qazi & Jeet (2017) studied that there is very less difference between government and private higher educational institutions on the basis of all HRM practices. A significant and positive correlation has been found between HRM practices and employees' job satisfaction in government and private higher educational institutions of India.

Nagesh (2018) stated that to improve employee's teaching quality an excellent performance management system i.e. forecasting, monitoring and supervision of teachers should be mandatory. Teachers' training needs to be offered in every educational organization.

Tikhonov (2020) examined in his recent studies and explained that merely investing in a training system by an organization may not be sufficient for a successful result on employee's performance.

Pragnashree, Vidyasagar & Reddy (2020) found that any pedagogy institution can grow only through professional HRM practices which should be applied in significant manner. They studied that organizational development and optimum utilization of human resources can be possible only through effective HRM practices.

Aravindakumar (2020) stated that the main objective of HRM practices is to improve employees' knowledge, abilities, skills and personality which is directly influences their job performance. It would be directly related for the growth of any educational organization.

2.2 HRM practices and employee performance

Gordon & Whitchurch (2007) stated that human resources management includes a large variety of practices. They explained hard aspects of HRM practices like recruitment, retention and soft aspects of HRM practices like motivation, work life balance and career development. Faculties (teachers) are the most crucial entity for any educational institution.

Boselie (2010) examined that many articles show the correlation between HRM practices on performance of employee and it is a contemporary subject. The systematic development of research on this area proves that more awareness is necessary for micro-level HRM research.

Narayana (2012) concluded that a positive relationship between performance of the non-academic staff and HRM practices in the organizations. According to him these are the HRM practices which have positive impact on employee's performance – recruitment, selection, high management leadership, decentralization, training, supervisor-subordinate correlation and team-work performance.

Akhter, Siddique & Alam (2013) concluded that HRM practices play a very significant role for improving the performance of the staff. Researchers have examined that the HRM practices such as training and development, career development have a positive impact on the performance of employees.

Al-Qudah, Osman & Al-Qudah (2014) examined that recruitment, selection and compensation is significantly associated with the performance of employees. HR Manager should follow an appropriate job analysis and job evaluation process for filling the particular position.

Suhasini & Koneru (2016) concluded that the organized, significant and continued performance appraisal process/system can guide to better outcomes for the entire employee in the colleges.

Raja & Kumar (2016) found that there are some basic and some external factors which effect on the employees' retention process in any educational organization. Academic employees are always satisfied with their job when they are motivated by some external factors like fringe benefit, insurance benefit and transportation facilities etc in the organization.

Eren & Kurt (2020) studied on need of pre-service teachers' training. They advocate the importance of teachers' training and fill the gap between theoretical knowledge and practical skills of a teacher. In this process the skills and current knowledge of employee are identified and if required then training will be provided.

Khudhair, Rahman, Bin & Adnan (2020) concluded that compensation strategy can enhance the employee's performance and it ensures that the employees are dedicated, loyal, and committed towards the organizations. For effective results and productive goal achievements the staff of the institutions should satisfy and happy.

Blom, Kruyen, Vanderheijden & Vanthiel (2020) studied on HRM practices in context of different sectors and explained the crucial relationships between HRM practices and individual performance.

Javed (2020) examined that appropriate HRM practices of any firm can increases the job satisfaction level of the employees as well as improve their performances towards reaching the goals of the institutions. Researcher also concluded that effective HRM practices ensure greater performance.

Tanjung (2020) described that HRM practices have significant role in any educational institutions. HRM practices should be carried out optimally so that the requirements relating to individual, corporate, organizational or institutional target can be accomplished.

Anthoniammal & Tamizharasi (2019) described that training and advancement process in an organization can straight forwardly enhances proficiency and efficiency of workers.

3.0 DESCRIPTION OF BROAD AREA

3.1 Background of the study - In India higher education has been expanded very rapidly over the last two decades. According to UNESCO (1998) "higher education is no longer a luxury; it is necessary to national, social and economic development". Education sector always works as a vibrant role in the developed and developing economies hence universities are expected to provide high skilled graduates in communities as well as local and international market. In order to achieve this objective, the universities should be encouraged and retained well qualified academic and non-academic employees and this will needed best practices of HRM. In the evolving global economy, India is attempting good position itself as a knowledge-based economy. Therefore it is important to discuss and implement the emergent process of HRM practices on employees' performance in educational institutions. In this context, the study would be conducted to investigate and determine the crucial impact of selected HRM practices on employees' performance in the selected higher educational institutions. The primary aim of the study is to evaluate the applicability and conceptualization of HRM practices and assess as to how they influence on employees' performance and motivation.

3.2 Purpose of the study - First time Bihar state private university act was formed in 2013 and the first private university of Bihar was established in 2017. Gradually 06 more private universities were established from the last three years. As per the best knowledge of the researcher, there is no research done on the effects of HRM practices on employees' performance in private universities of Bihar, as these universities are recently established and are still required to explore. Due to which the researcher would like to throw light on state private universities in higher education institutions of Bihar. The study might prove to be effective in terms of developing HRM practices guidelines among higher educational institution in India.

3.3 The research questions

1. Does HRM practices significantly affect on employees' performance?
2. How many HRM practices currently exist in the selected higher educational institutions of Bihar?
3. What are the major HRM practices which affect on employees' performance level in the selected higher educational institutions of Bihar?
4. Which HRM practices lead to increase in the employee job satisfaction level in the selected higher educational institutions of Bihar?

3.4 The research gaps

Having made an extensive analysis of previous studies, the following inferences are drawn:

1. Most of the HRM practices studies have been carried out on banking sector, hospitality sector, manufacturing industry and on corporate sector etc. But, very less research done on HRM practices in higher educational institutions of Bihar.
2. In current scenario education is one of the most important sectors for any country; although there are some researchers who covered the connection between HRM practices and organizational performance in the educational area of India. But according to the best knowledge of researcher very less research has been done on the effect of HRM practices and performance of employee.
3. The review of HRM practices studies indicate that constant interest shown by the researchers in studying and exploring human resource management practices. But no research has been done on HRM practices and employees' performance in the selected higher educational institutions of Bihar because all the higher educational institutions are recently established.
4. Further, very less research attempts done in conceptualizing human resource management practices in private higher educational institutions of Bihar which might be tremendous influence on employees' performance. Hence, researcher wants to unfold the impact of selected HRM practices on employees' performance in the selected higher educational institutions of Bihar.

3.5 Scope of the study -The main objectives of the study to see the implementation of HRM practices on selected higher educational institutions of Bihar. The study would be based on teaching employees of Engineering and Management department because most of the higher educational institutions of Bihar provided Engineering and Management courses. It's similar in several higher educational institutions. Hence it might be useful in collection of homogenous data. It might be additionally helpful for saving time and money in the research work. The study might be gives us a new direction and proof the crucial role of HRM practices in higher educational institutions of Bihar. The study would be beneficial for making different rules and regulations regarding HRM practices for improving their administration work. In the study researcher would be tried to identify the factors of employees' performance. The study would reveal how to motivate employee and retain top talent in the selected higher educational institutions. The study would also play crucial role to increase percentages of gross enrolment ratio in the higher educational institution of Bihar.

3.6 Rationale of the study - Educational institutions in many promising countries becomes more aware about HRM practices. Researchers always talked about the practical and theoretical problem with the performance of HRM practices in modern educational institutions. In the study, researcher would examine the crucial impact of four HRM practices on employees' performance which are:

1. Performance appraisal practices and Employees' performance

   Setiawati & Ariani (2020) examined that performance appraisal have positive and significant effect on employees' work performance. They found a fair relationship between performance appraisal process and employees' performance. A good performance appraisal process helps to find out weakness and strength of employees which is beneficial for their career development.

2. Training & Development practices and Employees' performance

   Paposa & Kumar (2019) studied the impact of training on employees in technical higher educational institutions of Nagpur. They found that there is a positive relationship between training and employees' performance. Training enhances knowledge, skills, competency level and motivation of employees.

3. Compensation & Rewards practices and Employees' performance

Kumar & Hegde (2018) measured the role of compensation on performance of employees in any educational institutions and they found that compensation is output and monetary exchanges. It play significant role on employees' performance.

4. Welfare facilities and Employees' performance

Ahuja, Kaur & Mahendru (2019) concluded that in any educational institutions working environment play positive effect on employees' performance. Welfare facilities like insurance, crèche, and basic amenities like holidays increase employees' motivational level after that employees' performance would be automatically enhance.

3.7 Geographical area of the study - The current study would confine to cover HRM practices on the selected higher educational institutions of Bihar. In the higher educational institutions researcher would be selected state private Universities of Bihar for the study. It would be conducted at all level/position of employees to present comprehensive picture of human resource environment with respect to higher educational institutions. In Bihar there are only seven private universities in which one university doesn't have engineering and management department. Hence researcher would select only six private Universities of Bihar for the study.

Table 1: Geographical area of research

1	Gopal Narayan Singh University	Rohtas , Bihar -821305
2	Dr. C. V Raman University	Vaishali, Bihar -844114
3	Amity University	Patna, Bihar – 801503
4	Sandip University	Madhubani , Bihar -847235
5	K. K University	Nalanda , Bihar -803115
6	Mata Gujri University	Kishangunj , Bihar -855107

Source: Self construct

4.0 OBJECTIVES OF THE STUDY

1. To study and examine the existing HRM practices (Performance Appraisal, Training & Development, Compensation & Rewards and Welfare Facilities) in the selected higher educational institutions of Bihar.
2. To evaluate the effect of HRM practices (Performance Appraisal, Training & Development, Compensation & Rewards and Welfare Facilities) on employees' performance in the selected higher educational institutions of Bihar.
3. To determine the major HRM practices (Performance Appraisal, Training & Development, Compensation & Rewards and Welfare Facilities) which increase employees' performance level in the selected higher educational institutions of Bihar.
4. To offer appropriate suggestions / recommendations to improve the HRM practices (Performance Appraisal, Training & Development, Compensation & Rewards and Welfare Facilities) in the selected higher educational institutions of Bihar.

5.0 RESEARCH METHODOLOGY

5.1 Data Collection - Descriptive research technique would be used to gain the background information and recent trends on HRM practices in the selected higher educational institutions of Bihar. In the study both primary as well as secondary data would be used.

5.1.1 Primary data collection - A structured questionnaire shall be designed to collect the information. On-line survey research method may be used to collect the data for cross sectional analysis at a faster rate. A survey study would be conducted of an estimated 250 to 300 respondents.

5.1.2 Secondary data collection - Researcher would use secondary data to build knowledge on existing research, which might be leads to better results. Secondary data has also been used for the present study in order to get a clear picture of the various trends and other related concepts. Due to this research methodology researcher might be saves time and money. The secondary data would be obtained from internal and external available sources like magazines, documentary, books, internet etc.

5.2 Variables to be used - Kaur (2013) concluded that variables are very important for beginners. In the research process it is helpful to get clearness about the related concepts of specific area. It will change complicated concept into simply understandable concept after that it can be easily measured. In the study, for examine the effect of HRM practices on employees' performance the researcher would be taken four HRM practices as independent variables and employees' performance as a dependent variables.

5.2.1 Independent variables - The independent variables are those which can be manipulated by researchers. The study would be included four independent variables.

- Performance appraisal - A periodic assessment process which examines the employee's job performance which under the set parameters of an organization.
- Training & Development - A process which is helpful to increases competency, skills and knowledge of employees is called training after training the overall improvement of employees' job performance is called development.

- Compensation & Rewards - Compensation means guaranteed pay (salary and allowances) and reward means all intangible benefits such as recognition, workplace flexibility and career opportunity.
- Welfare facilities - Welfare facilities includes medical facilities, crèche facilities, insurance facilities, housing facilities and recreation facilities which is helpful in raising the standards of employees' life style.

5.2.2 Intervening variables - The variables which is used to determine the causal links between dependent and independent variables is called intervening variable. The study would be included two intervening variables.

- Motivation - A psychological process in which employee self encourage to work better for the overall benefit of the organization and individual performance.
- Job satisfaction - Job satisfaction is directly related to contentedness of the job. Job satisfaction is determined by how much employee like the job such as nature of work or supervision. Job satisfaction could be calculated through affective, cognitive and behavioral components.

5.2.3 Dependent variable - The dependent variables are those which are affected by the independent variables.

- Employee Performance - Employee performance is a continuous process to determine how an employee does their job efficiently and executes their task in positive way. It includes effectiveness, quality and competency of their output.

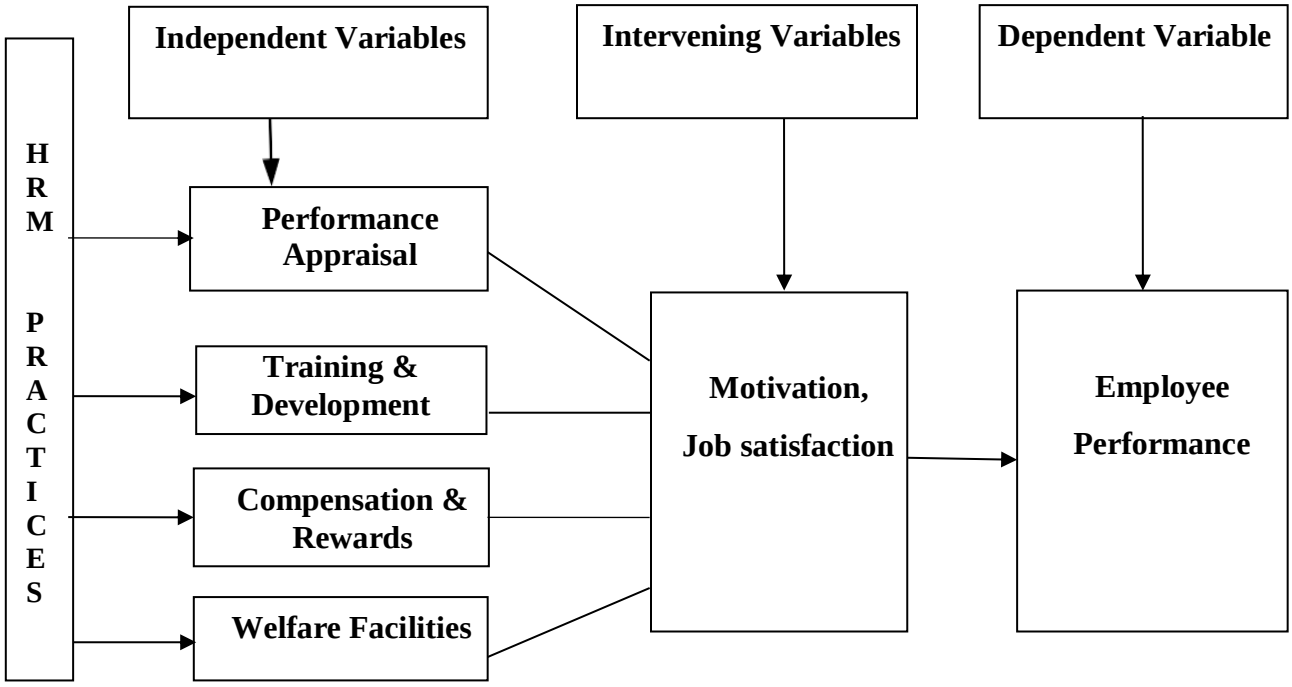

Figure 3: Proposed diagram of the study

Source: Self construct

5.3 Questionnaire - Questionnaires would be based on quantitative research. Under the quantitative category the questions would be close-ended with multiple choice answer options and dichotomous questions having yes/no options or scaling/ranking questions. Based on our objectives questionnaire would be developed to assess employee motivation and job satisfaction factors which influencing to him work efficiently. Each participant would be informed regarding the study and those who are willing to participate may fill the questionnaire.

5.4 Interviews - Personal interviews with top level management would be conducted to investigate the top management's thinking on the potential of HRM plans and opportunities available for the organization. Interviews with different levels of Human Resource Manager and Staffs would be conducted in the groups / individual to get information regarding the effectiveness of the existing Human Resource Management practices, culture, skills, styles, etc.

5.5 Sample size - The study would be based on the state private university of Bihar. The sample would be collected on different income level, age group, skills, education, experience, promotions and other psychological factors. Sample size would be approx. 250-300 respondents from the teaching employees of engineering and management departments.

5.6 Data analysis - The data would be collected from the respondents and it would be analyzed through the latest version of Statistical Package for Social Sciences (SPSS). Various statistical methods would be used to analyze the data. In these methods contains descriptive statistics which involves collect, summarize and present the data. Suitable parametric techniques would be used to analyze the data.

6.0 EXPECTED OUTCOMES OF THE STUDY

- Although the result of my research cannot be predicted at this stage, I hope that my findings might be helpful for the selected higher educational institutions of Bihar with regard to the questions presented.
- The study would be helpful to uncover the major factors which might be affecting on employees' performance and how these HRM practices would be helpful to increasing employees' performances.
- The study would also play a crucial role on how to retain top talent in the selected higher educational institutions of Bihar through HRM practices. When competent employee works in the selected higher educational institutions then it might be possible that gross enrolment rate would increase. It might be helpful to increase higher educational institutions' performance.
- It might be possible that the study would give the crucial direction for new educational institutions as well as help Bihar government while making new rules and regulation regarding private university of Bihar.
- The study might be beneficial to find out how HRM practices would affect on enhancing employees' motivation and job satisfaction level.
- The study might be disclosure any significant relation between HRM practices and retains top talented employees in an organization.

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